

## PET PEEVES

# THE ERRORS OF YOUR WAYS

"When you submit a proposal to potential donors, you're asking them to trust you. 'Trust me to see that we'll spend your money carefully,' you're saying. 'Trust me that we know what we're doing.' But how can they trust you if your proposal contains mistakes in arithmetic? Or if your package is incomplete, off-target, and long-winded?"

To help you avoid the glitches that can erode confidence in your competence, we asked several charitable giving officers to tell us about the proposal-writing mistake that turns them off the most. Most had their answers at the tips of their tongues.

"I dislike receiving a proposal with no notice it's coming, no cover letter, and no executive summary."

"But what turns me off even more are the writers who haven't done their homework. Sometimes people submit proposals that are inconsistent with our priorities, which are explicitly stated in our annual report, or that are addressed to grantmaking officers who've been gone for several years. I've even seen our president's name misspelled."

"These kinds of mistakes erode my confidence in those who would be in charge of a project."

JANICE GRIFFIN  
Program Officer  
Prudential Foundation

"Prepackaged proposals are real turnoffs—those that are written by professionals who aren't on staff. I received one just the other day. The writer hadn't even researched nonsensical enough to know that the addressee had been gone four years."

"Furthermore, the proposal weighed five pounds and had no preliminary statement on what was sought. Sometimes these proposals are just photocopies addressed to Dear Friend."

"Worst of all are the proposals that present a dreamy concept but no concrete answers about how much a project will cost. They seek a commitment before doing their homework."

JOHN L. MASON  
President  
Monsanto Fund

## 3

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"Grant writers have been slow to understand the power of the cover letter and its ability to make a donor seriously consider the supporting materials. The cover letter's first two paragraphs should state the exact request and for what the contribution would be used."

"Furthermore, don't send me the long, complete proposal that you wrote to meet federal regulations. Take the time to distill the information for me. I don't like to make work for nonprofit organizations, but sending me the long proposal is counterproductive."

JUDITH KIDD  
Manager, Corporate Contributions  
Bank of Boston

## 5

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"Some proposals are written like mysteries. The purpose of the request shows up in the last paragraph. I'd prefer to see it clearly stated in the first paragraph."

"Furthermore, I dislike proposals that have a lot of background information with no relation to the project. For example, many colleges and universities

## 1

"My first, second, and third pet peeves are length, length, and length. Tell me your story once, not three or four times. Present yourself and your program precisely and powerfully in only as many pages as you need—because that's all I need!"

"I don't want videotapes as an addendum to a written proposal. I don't have a VCR in my office, so videotapes just pile up on my desk and I have to throw them away."

"Also, I dislike not being able to find the amount of the request. That's the first thing I look for, and it's unbelievable how buried that figure can be. Put it in a simple sentence in the first paragraph."

MARGARET COX-ABOOT  
Vice President and Executive Director  
Coca-Cola Foundation

## 2

"I'm surprised at the number of arithmetic mistakes I see. I get peevish because we've entered the request amount into our computer, worked on it, and then we discover it doesn't work right. So we have to get in touch with the applicant and ask questions. It takes extra time, and it's hard to chase down all the items."

"The last thing you should do before you send off the proposal is check your arithmetic."

CHARLES JOHNSON  
Vice President for Development  
Lilly Endowment, Inc.

## 6

## PET PEEVES

### OF YOUR WAYS

## 7

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"The last thing you should do before you send off the proposal is check your arithmetic."

CRAIG KENNEDY  
President

**WORKSHEET 1.1.** *Proposal Idea Questionnaire*

1. What new projects (or program expansions) are you planning for the next two to three years?

Project A:

## Project C:

Project D

A

D

Project

Project

2

D

3. Who else is doing these projects? Is there duplication of effort? Can a partnership be formed that will benefit all organizations concerned with a project?  
Project Duplicate Project Possible Collaboration (Check if applicable)  
A B C D  
4. What community needs does each of your projects address?  
Project Need addressed  
A B C D  
5. What members of your community—including civic leaders, political figures, the media, and your own  
Project—support each project?  
Project Supporters  
A B C D  
6. Does your organization manage growth in personnel effectively?  
D  
C  
B  
A

TASKS/SUBTASKS	RESOURCES NEEDED	START AND FINISH DATES

List the key elements of your planned program. Use the filled-out chart on the next page as an example. Then write a methods section for your proposal.

WORKSHEET 2.1. Methods Exercise.

Name	Accomplishments	Personnel	Location	Date of beginning	Mission	Target population	Programs

Use the filled-out example on the next page to help you complete this exercise. Providing information for each of the following sections will help you write your introduction component.

### WORKSHEET 8.1. Introduction Exercise.

Who are you and what is the mission of your organization?

What is the proposed project (idea, purpose, target population)?

Why is the proposed project important?

What will be accomplished by your project during the same period of time grant?

Why should your organization do the project? (credibility statement)

How much will the project cost during the grant same period? How much is being requested?

Answer the questions below to identify the main points of your proposal summary. The filled-out example on the next page will help you complete this exercise.

### WORKSHEET 9.1. Summary Questionnaire.

WHAT WHEREZ WHEN?	WHAT WHY?	EVIDENCE OF PROBLEM	SO WHAT?	WHO ARE THE PEOPLE	WHAT IS THE NEED?	WHAT ARE THE NEEDS?	WHAT ARE THE NEEDS OF CONSEQUENCES OF CLAMS?	WHERE ARE THE PEOPLE?	WHICH IS THE NEED?	WHICH IS THE NEED?	WHY DOES THIS NEED OCCUR?	HOW IS THIS NEED LINKED TO YOUR ORGANIZATION?

Use the filled-out example on the next page to help you complete this questionnaire.

### WORKSHEET 2.1: Statement of Need Questionnaire

Standard Form for Objective Statements: to (direction of change) - (area of change) - (target population) - (degree of change) - (time frame).

Area of change	Target population	Change direction	Time frame	Degree of change
OBJECTIVE ONE	OBJECTIVE TWO	OBJECTIVE THREE	OBJECTIVE FOUR	

#### GOAL

Write your objectives by using the following worksheet to help you focus on outcomes. Start by indicating the goal of the program, and then describe the objectives that fit to the goal. You may have more than one goal (use separate sheets for each goal). You should limit your objectives to one to four per goal.

### WORKSHEET 3.1. Goals and Objectives Exercise.

1. What are the inputs for your program?

2. What are the outputs? (You may have answered this question with your proposal methods from the previous exercise.)

3. What are the outcomes?

4. What are the impacts?

**WORKSHEET 5.2. Evaluation Planning Questions**

1. What questions will your evaluation techniques seek to answer?

Answer the following questions to plan your evaluation.

2. What are the specific evaluation plans and time frames?

What kinds of data will be collected?

At what points?

Using what technologies or instruments?

Using what comparison group or baseline, if any?

3. If you intend to use your study on a sample of participants, how will this sample be constructed?

4. What procedures will you use to determine whether the program was implemented as planned?

5. Who will conduct the evaluation?

6. Who will receive the reports?



By Norton J. Kiritz and Jerry Mundel

Program Planning  
A  
Proposal Writing  
Introductory Version

PROPOSAL SUMMARY	I.
INTRODUCTION	II.
PROGRAM GOALS AND OBJECTIVES	III.
PROBLEM STATEMENT	IV.
METHODS	V.
EVALUATION	VI.
FUTURE FUNDING	VII.
BUDGET	VIII.
APPENDIX	VIII.

This is our proposal formatic  
proposal writing.

We suggest the following as a basic format for planning all of your proposals. Thinking through the various sections should enable you to create virtually all that either a private or government funding source will ask of you. It will also enable you to develop a logical approach to planning and

Generally, this will happen only once, and for reuploading packages to the same public agency, you will probably not need to resubmit the same documents.

3. Additional materials will generally include those items suggested by the funding source. This usually consists of job descriptions, resumes, letters of support or recommendations, transcripts, college/university designation, your IRS tax exemption designation, an annual report, financial statement, and related documents. This section also includes a grant application, a copy of the grant proposal, and procedures for handling grants.

Proposals going to government funds may also contain unique forms such as face sheet forms where the entire proposal names of key staff, budget, numbers of people impacted by the project, etc. are indicated; assessment forms addressing issues such as human subjects at risk; equal opportunity statements which must be submitted along with your proposal and how they are to be completed, and a number of other such forms. It is important to understand which items must be submitted and anticipated; and access to the supportability statements; facility access to the funding source.

It is a good idea to read the information describing how your proposal will be evaluated. Quite often, government agencies guide lines describe exactly how each section of your proposal will be weighed. This tells you what the reviewers look for and helps you to organize your thoughts. If you are told to limit your proposal to 10 single-spaced pages, don't include one or two more than twice that in length because you failed to follow specific instructions.

foundations, it will often be 10-20 pages long, and the funding source guidelines will contain the sequence to be followed in

1. The letter of transmittal is a brief statement (2-3 paragraphs) signed by the highest level person within your organization. It briefly describes the request, the amount asked for, and may indicate the significance and importance of the proposed project. It should reflect the Board's support and approval of the request as received in the Board Chairperson's (possibly a dual signature along with the Executive Director/Chief Executive Officer).

2. The proposal going to a government funding source will generally be more lengthy than one going to a private

## **3. Additional materials**

### **2. The proposal**

#### **1. Summary of the application**

The proposed package is to a large extent based on the usual elements usually contained in these documents:

The Pound, so save your postage.

3. Additional materials should be limited to those required by the funding source supplemented by only the

2. The body of the proposal may be as modest as one page (in the case of a foundation that limits requests to a page) or voluminous, it may be in larger form or a more formal presentation. In either case, following the instructions in Program Planning & Proposal Writing (PP&PW) will help to assure that the necessary items are included and are presented in a logical manner. Remember one thing: PP&PW can help you structure your thinking and even plan your project or program. It can serve as your proposal format where the funding source has not provided one—as is often the case with foundations proposals. But it should not be substituted for any formal required by a foundation. If you ask you to follow a set format, do it!

1. The cover letter is signed by the Chairperson of the Board of a non-profit agency, or the top authority in a government agency. It briefly describes the program, tells the grantmaker how important the grant would be to the community served by the agency, shows strong support of the Board of Directors, which is essential in gaining foundation grants.

### 3. Additional materials.

1. The cover letter  
2. The proposal

Proposals written for government grants (Federal, State, County or City) usually differ in their final form. Foundations often require a brief letter as an initial approach. A full proposal usually follows in many situations. Government funding sources may follow a similar pattern. Foundations often look quite different from private foundations.

Problem situations deal with such issues as the homeless, offenders returning to prison with regularity, children who are far behind in their reading skills, youth dropping out of school, and the myriad other problems in contemporary society. Needs statements are often used when dealing with less tangible subjects. They are especially useful in programs that are artistic, spiritual, or otherwise value-oriented. These are certainly no less important as subjects, but they do not have the same impact.

אברהם

The Problem Statement or Needs Assessment describes the situation that caused you to prepare this proposal. It should refer to situation(s) that are outside of your organization (i.e., situations in the life of your clients or community). It does not refer to needs internal to your organization to improve your own effectiveness. In particular, the activity to improve your own effectiveness is irrelevant unless you are asking someone to fund an organization, unless you are asking for money to solve a problem. Slant does not describe your lack of money as money in your solicitation. That is a given. But what extra money you should receive depends on the problem situation will be dealt with if you are awarded the grant? That is what you should describe, and document in the problem statement.

In the introduction you have told who you are. From the introduction we should know your areas of interest—the field in which you are working. Now you will zero in on the specific problems or programs that you want to solve through your proposed program. If the introduction is the most important part of your proposal in getting funded, then it is most important in planning a good statement.

## **II. PROBLEM STATEMENT OR ASSESSMENT OF NEED**

from those who made the statement (if they have any). Remember, in terms of getting funded, the credibility you establish in your introduction may be more important than the rest of your proposal. Build it! But here, as in all of your proposals, be as brief and specific as you can. Avoid jargon and keep it simple.

We strongly suggest that you start a "credibility file" which you can use as a basis for the introduction in future proposals. In this file you can keep copies of newspaper articles about your organization, letters of support from other agencies and from your clients, you receive from your clients, and key figures in your field or in the include statements made by key figures in your field or in the political arena that endorse your kind of program even if they do not mention your agency. For example, by including a presidential commission's statement that the type of program which you are proposing has the most potential of solving the problems with which you deal, you can boost your credibility.

## Appendix).

The support you have received from other organizations and individuals (accompanied by a few letters of endorsement which can be attached in the

- What gives an organization credibility in the eyes of a funding source? First of all, it depends on the funding source. A "radiovisual, conservative" funding source might be more responsive to persons of prominence on your Board of Directors, how long you have been in existence and how many other funding sources have been supporting you. An "avant garde" funding source might be more interested in a Board of "community persons" rather than of prominent citizens and in organizations that are new rather than established.
- Potenual funding sources should be selected because of the kind of program you offer. You can use the Introduction section to reinforce the connection you see between your interests and those of the funding source.
- What are some of the things you can say about your organization in an introductory section?
- How you got started—your purpose and goals
- How long you have been around, how you've grown, and the breadth of your financial support
- Unique aspects of your agency—the fact that you were the first organization of its kind in the nation, some of the significant accomplishments of your organization or, if you are a new organization, some of your most significant accomplishments as etc.
- Your success with related projects

## Credibility

In this part of the proposal you introduce your organization as an applicant for funds. More often than not proposals are funded on the reputation of the applicant organization or its key personnel, rather than on the basis of the program's content alone. The introduction is the section in which you build your credibility, and make the case that your organization should be supported.

## I. INTRODUCTION

The summary is a very important part of a proposal—not just something you put down as an afterthought. There may be a box for a summary on the first page of a federal grant application form. It may also be called a “proposal abstract.” In writing to a foundation, the summary should be the first paragraph of a letter-type proposal, or the first section of a more formal proposal. The summary is probably the first thing that a funding source will read. It should be clear, concise and specific. It should describe who you are, the scope of your project, and the cost. The summary may be all that some in the review process will see, so make it good.

## PROPOSAL SUMMARY

The difficulty with this kind of objective is that it says

blank community;  
services to dependent youth between the ages of 8 and 14 in the

Many; if not most proposals state that the purpose of the program is to establish a program or provide a service. This consists with most thinking in the non-profit sector, which sees the non-profit organization as a "service provider." This clearly a method and not a problem or a client need. Be very careful with this, if you find yourself using "lack of" statements about this. If you find yourself saying "lack of" clearly a method and not a problem or a client need. Be very ultimately, buying vast might be the best service providers.

## The Importance of Distinguishing Between Methods and Objectives

Within 30 days of completion of the JPA Classroom Training and will maintain those positions for a minimum of 90 days.

Another example of a measurable objective would be:

Objectives are specific, measurable outcomes of your program. Objectives are your promises to your clients. For example, if the problem was that certain children in your classroom would read significantly better when you had received reading practice would be that a certain number of those age, then an objective would be to increase the norm for their classroom. In other words, it is the outcome of what you propose. What you should do is to make sure that the change will occur, and by what time the change will occur. In what direction the changes will occur, how much change should take place who is to change, what behaviors are have the benefit of your intervention. These "outcomes" have the benefit of your intervention. They would read better than when you had received reading practice. They would be better than when you had received significant reading practice.

Increase the availability of resources to address the problems of adults. These types of statements cannot be measured as they are stated. They offer the reader an understanding of the general thrust of a program. They are not the same as goals. Goals are broad statements such as: Develop additional resources to provide AIDS information to bilingual adults. Objectives are specific, measurable outcomes of your program. Objectives are your promises to your clients. For example, if the problem was that certain children in your classroom would read significantly better when you had received reading practice would be to increase the norm for their classroom. In other words, it is the outcome of what you propose. What you should do is to make sure that the change will occur, and by what time the change will occur. In what direction the changes will occur, how much change should take place who is to change, what behaviors are have the benefit of your intervention. These "outcomes" have the benefit of your intervention. They would read better than when you had received reading practice. They would be better than when you had received significant reading practice.

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## III. PROGRAM GOALS AND OBJECTIVES

PP&PW. You would ordinarily deal with them as Needs and Objectives. End themselves as directly to the problem-solving model of Saufraction of Needs instead of Problems and Objectives.

"lack of a method." This starts you on a circular reasoning chain about this. If you find yourself saying "lack of" clearly a method and not a problem or a client need. Be very ultimately, buying vast might be the best service providers. Adding a method, volunteer advocates could work with seniors, working as well. For example, what about the possibility of transportation suggestion is a method and there are other effective services. The problem with that logic is that the "method" by which seniors would now be able to ready programs. What they had done was to immediately jump to solutions of office, health services, and related human service agencies. They determined that this "need" existed because no enough seniors were able to the social various agencies. They determined that this "need" existed what the community needed was to get the elderly to agency working with the elderly in an urban area said that solving problems of saluting needs. For example, an difference between problems of needs and methods of Note: Many grant applicants fail to understand the

the world in the next six months.

Be realistic—don't try and solve all the problems in organizations working in your community and from groups, in your community concerned about the situations, as mentioned above, are but one type of support. You may also use statements from groups. Support the existence of the problem by evidence. reasonable outcome of many.

Clearly define the problem(s) with which you intend to work. Make sure that you want to do is workable—that it can be done within a reasonable time, by your agency and with a

Make a logical connection between your organization's background and the problems and the needs. Make a logical connection you need to do the following: In the Problem Statement. And know what the statement say. Your Problem Statement. For an Appendix, but pull out the key figures for save them. Out of the reader. If you use excessive statistics, probably, will not just on a national level. Charts and graphs will of service, not just on a national level. And make sure that you make the case for the problem in your area approaches, especially those in your own community. And demonstrate your knowledge of the problem. Use some language source assure about your experience if you fail to problem is valid. That may be true, but it doesn't give a problem as another. Your introduction can establish the context for your problem. Similarly, the from one section to another. Your introduction can establish a well-prepared proposal has continuity—a logical flow

Evaluation can also be used as a tool to provide information necessary to make appropriate changes and adjustments in your program as it proceeds. This concept is

Evaluation of your program can serve two purposes. Your program can be evaluated in order to determine how effective it is in reaching its stated Objectives. This concept of Evaluation is aimed at measuring results of your program outcome Evaluation.

## V. EVALUATION

With your points for good intentions.

Your methodology section should describe who is doing what to whom, and why it is being done that way. Your approach should appear realistic to the reviewer, and not suggest that so much will be performed by so few that the program appears unworkable. A realistic and justified program will be impressive. An unrealistic program will not

The combination of all elements is an important aspect of describing your methodology. Showing that you are familiar enough with your field to be aware of different programs can demonstrate a sound understanding of your research area. It also shows that you have conducted a thorough literature review and are well-versed in the field. Your proposal should include a brief description of the methodology you will use to address the research question. This should include the following:

- A clear statement of the research question or hypothesis.
- A detailed description of the study design, including the sample size, selection criteria, and data collection methods.
- A description of the statistical analysis to be used to test the hypothesis.
- A discussion of potential sources of bias and how they will be addressed.
- A timeline for the study, including key milestones and deliverables.

Justify your approach requires that you know a good deal about other programs of a similar nature. Who is working on the problem in your community or elsewhere? What methods have been tried in the past and are being tried now and with what results? In other words, you need to substantiate your choice of methods.

There are two basic issues to be dealt with in the Methodology section. What combination of activities and strategy have you selected to bring about the desired results? And why have you selected this particular approach, of all the possible approaches you could have

The Methods component of your proposal should describe, in some detail, the activities that will take place in order to achieve the desired results. It is the part of the proposal where the reader should be able to gain a picture of exactly how things work, what your facility looks like, how staff are deployed, how clients are dealt with, what the exhibits look like, how the community center recruiets and assigns volunteers, or how the quiesionnaires will be administered and results interpreted.

You have now told the receiver who you are, the problems you intend to work with, and your Objectives (which promise solution to or reduction of the problems). Now you are in a position to describe the Methods you will use to accomplish your Objectives.

#### IV. METHODS

These are Process Objectives, and belonging in the Methods section of your proposal, they tell what you will do, and do not address the outcome or benefit of what you will do. It is critically important to distinguish between these process objectives and true outcome Objectives. If you do not do so, you will end up knowing only what has occurred during your program, and will not have dealt with the changes anticipated by your program. Remember, in order to make some change in the world, not to add one more service to a world already overcrowded with services and services providers.

Process Objectives may be very useful, but should only appear in the Methods section of your proposal, so they are not confused with the results of your proposed program.

The objective of this program is to provide twice-weekly counseling sessions, for a period of 18 weeks, to no less than 50 parents who have been referred to Child and Protective Services for child abuse.

The objective of this training program is to offer classes in automobile repair three times each week, for a period of 36 weeks. To a group of 40 unemployed individuals, or

You may be used to seeing Objectives that read like this:

## A Note About Process Objectives

Objectives should be specific, summarizing the amount of benefit to be expected from a program. Some applicants, trying to be as specific as they can, pick a number out of the air. For example, an agency might say that their objective was to "decrease unemployment among adults in the XYZ community by 10% within a certain time period." The question you need to ask is: where did that figure come from? Usually it is made up because it sounds good. It sounds like a real achievement. But it should be made of something more substantial than that. Perhaps no program has ever achieved that high a percentage of achievement from 2-6% decrease in unemployment. In that case, 5% would be very good and 6% would be as good as good gets.

Plain unrealistic. And it leads one to expect that you don't really know the field very well. Just remember that Objectives should be realistic and attainable. Decide whether the 10% figure is attainable. If not, then it is a poor objective because you cannot achieve it.

If you are having difficulty in defining your Objectives, try projecting a year or two into the future. What differences would you hope to see between then and now? What changes would you have occurred? These changes determine what may be the Objectives of your program.

nothing about outcome. It says nothing about the change in a situation that was described in the Problem. That is, unless the Problem Statement (perhaps the thought) said that the problem was "a lack of counseling." Presumably the Problem Statement said something about youth being arrested, going to jail, dropping out of school, or whatever.

involving paid staff. Budgets should be built from the ground costly to operate than a Senior Peer Counseling program. Senior Peer Counseling program would, one hopes, be less specific plan you have proposed. For example, a Volunteer specific program, and at your Methods section to review the your Goals and Objectives to determine the level of activity when planning your Budget it is wise to look closely at personal, and the third is indirect costs.

Budget sections: The first is Personal, the second is Non-personal, and the third is Indirect Costs. This recommended Budget contains agency requirements. This recommended Budget contains will tell you about, can be adapted to fit most government your own Budget and, with minor changes that the sources should satisfy most funding sources that allow you to design government funding less extensive Budget design foundations require funding sources. The following Budget than funding source most requirements for Budgets vary, which

## VII. BUDGET

not want to fund a bus that will sit in your garage for a year, have the funds needed to cover these costs. They surely will you need beyond the purchase requested in your grant, and funding source will know if you are aware of what equipment must be operated by trained personnel. The insulation, gas, and maintenance, similarly, the medical vehicle to be used, you must cover the costs of a driver, to utilize the vehicle, or to operate the medical device. For the grants, the funds you request are not all you will need either equipment for your hospital. While these are not program your clientele, or the purchase of a piece of medical requests. This could be a request for a vehicle to transport Other necessary funding refers to what are some measures called "non-recurring grants." That is, one-time only

### Other Necessary Funding

is the plan that does not require continued grant support. grant funding activities? The best plan for Future Funding requires a commitment for services? Are you expanding your non-reimbursable third, parties available to provide etc.? Are there a year or two, subscriptions to publications, build up over a year—such fees for services that will through the project itself—such as fees for services that will get such a commitment in writing? Can you generate funds for a program, should it demonstrate the desired results? Can you propose a local institution or governmental agency to agree to contribute to support your What would constitute a suitable response in this

program at this time in your agency's history. Whether you should even try to implement a new point—years hence. This ought to bring you to a decision-making little likelihood of any other sources of support one or two At this point in your planning you may realize that there is you in the position of having to raise even more money next year than you do now.

doing you no favor by supporting a new project and putting focused on the way your program has been conducted

which includes additional programs. The funding source may have more difficulty in maintaining a level of operation keeping your current operations supported, you will probably keep your budgeting a level of difficulty, if you are having difficulty has been completed. Indeed, if you are having difficulty you will be able to maintain this new program after the grant you will be the funding source. You should present a plan that will assure the grantee, to the greatest extent possible, that support is not sufficient. You should present a plan that will

A promise to continue looking for alternative sources of maintenance it after the grant funds have been spent? To know how you will continue your program when the program runs out if you are requesting funds to start a new grant, or to expand an existing program, then how will you No grantmaker wants to adopt you. Funding sources want

## VI. FUTURE AND OTHER NECESSARY FUNDING

clients at the time of their entry into your program. for at that time you may not know the characteristics of your to start an Evaluation or near the conclusion of the program, to show where your clients have come from, it is very difficult to determine change along some dimensions, then you have got same time that you start your program. If you want to proposals and be prepared to implement your Evaluation at the proposal to build an Evaluation plan into your creditability of the evaluating institution.

credibility of your proposal, since you have added the suggestion a more objective Evaluation, but can also add to the funding source as part of your proposal. This not only can to develop an Evaluation that can be submitted to a sometimes it is possible to get an outside organization for you. Sometimes it is possible to get an outside organization to look to an outside organization prepare Evaluation, is to sometimes a more objective Evaluation to conduct an Evaluation for One way of obtaining a more objective Evaluation, and funding depends on producing what looks like good results. Your own programs, especially if you feel that conduct an Evaluation. This could easily happen if you evaluate into an Evaluation. This allows the introduction of our own biases subjective in performance attributed to the program. improvement in performance attributed to the program. about the program. It would not speak to the language administrators of the program would be eliciting attitudes program that surveyed students, parents, teachers and program. For example, the Evaluation of an educational program, but seldom deal with the concrete results of a subjective Evaluation plans are subjective in nature.

### Subjective and Objective Evaluations

Measurable Objectives set the stage for effective outcome Measurement. If you have difficulty in determining what Evaluation, if you have difficulty in having your program, better take another look at your Objectives. They probably aren't very specific. Criteria to use in evaluating your program, better take another Evaluation. If you have difficulty in determining what [process Evaluation].

Governments grantmakers sometimes require financial  
wage paid partners, not physicians.

Another final item to be included in your Budget for most public agencies applying for grants is the matching support being contributed by your organization, or the domated services. They can either be personnel contributed by you (the applicant organization), or by a third party (another organization or agency). In many cases this will involve the use of volunteers. You should place a value on the service being performed by the volunteer, e.g., plumber, attorney, carpenter, receptionist, etc. That value is based upon the contribution being performed by the volunteer, not on the professional background or education of the volunteer. A physician, for example, is shown at the hourly rate he charges patients in private practice, not at the rate he charges patients in a community center where he volunteers.

How do you determine what the salary range for a Project Coordinator ought to be? The federal government prefers that salaries be comparable to the prevailing practices in similar agencies in your community. To justify the salaries you build into your budget you should obtain information from other local agencies regarding the salaries of persons with similar qualifications, duties and responsibilities within your agency. You might go to the local city or county government, the school district, or United Way. By comparing the jobs in your agency with the jobs at other local agencies, you plan a salary for each position, and you keep the "comparability data" on hand, should you be asked by the funding source to justify your staff salaries.

If you have developed a salary schedule like this for each position, then you should request the mid-point (\$2,000) unless you know in advance who will fill that position. In that case, list the actual salary anticipated. If not, the mid-point of the salary schedule allows you to hire someone currently making \$1,300/mo., who would welcome the increase even though it is only 10% above his/her current salary range. You have the flexibility to hire at any point along Step A. The assumption is that all staff salaries will average out toward the middle of the salary range. (This works if there are a number of positions in your project, not just one or two.)

What does the \$2,000 per month figure for the salary of the Project Coordinator represent? It may represent the actual salary paid the Project Coordinator, but not necessarily. This is a new project, and if your organization has a typical five-step salary schedule for job classifications, the monthly salary range for the Project Coordinator may look like this:

You can list all of your staff in the same way. If any of your staff are being paid out of another source of funds (for example, a staff person assigned to your project by a County agency). then you total up their salary and put it in the "donated" column (also referred to as in-kind, local share, or "applicable" share). Like this:

Ref.	Donated Total
2 Soc Wrs	@ \$1500/ea 50% time x 12 mos - 0
	\$18,000

This means that you will have two half-time Social Workers (Social Workers are 50% time x 12 months = 0. \$18,000 of donated in this capacity). This gives you a total of \$18,000 of donated in this capacity). This gives you a total of \$18,000 of people employed 59,000) and multiply by 2 (the number of people working you have it (\$750) as they are only working 50% time; multiply take their full-time salary in the Budget (\$1,500/mo.) and being paid by somebody other than the funding source. You workers on your staff for the full year and their salaries are being paid out of another source of funds (for example, a staff person assigned to your project by a County agency). then you total up their salary and put it in the "donated" column (also referred to as in-kind, local share, or "applicable" share). Like this:

How does this look on a completed line item of a Budget? If you are employing a Project Coordinator at a salary of \$2,000 per month, working full time (100%) for the entire grant period (12 months) and are asking the funding source to provide the full amount of this salary, then it looks like this:

#### A. Salaries & Wages

## I. PERSONNEL

up—that is, based upon your Goals and Objectives and the methodology you have proposed. In the context of your program you can begin to itemize such things as the staffing called for, the facilities needed, the equipment required, supplies necessary, travel costs to be paid, and the range of costs for which your agency must be reimbursed, i.e., time of the CEO, bonding of employees, funds raised, use of space, patrol services, in-service training offered, etc.

It is important to go through this exercise in developing a budget. Without it, there is a risk of developing unrealistics or impractical requests, where program and budget are unrelated.

This is how we suggest you structure your budget.

Here you will see all of the equipment, donated or to be purchased, that will be used in the proposed program. This includes office equipment, desks, duplicating machines, word processors, etc. Let's discussion by your guide in this section. Try to obtain as much detailed equipment as you can. It is not only powers the funding source cost, but it shows the funding source that other people are involved in trying to make the program happen. Be careful to read guidelines closely when working with government grant applications—especially when applying for grants of "equipment" and research grants which apply. For example, equipment is often described as something costing more than \$500 per unit and/or having a life-time of greater than one year. Additionally, there are restrictions which apply to their definition of "equipment" and re-

Equipment

**B. Rental, Lease or Purchase of**

Offices	Space of 900 sq. feet Total	\$13,500	0-	\$13,500	0-	\$13,500	0-	\$600	0-	\$600	0-	\$600	Facility insurance @ \$600/year
---------	--------------------------------	----------	----	----------	----	----------	----	-------	----	-------	----	-------	---------------------------------

In this section you'll talk about the facilities you will be using, both those on which you pay rent and those which are being donated for your use. Rent you pay, or the valuation of donated facilities, should be comparable to prevailing rents in the geographic area in which you are located. In addition to actual rents, you should also include the cost of utilities, maintenance services and renovations, if they are absolutely essential to your program. Insurance on the facility, equipment (number of instruments needed, installation costs, and monthly cost of instruments), and out-of-town facilities

#### A. Space Costs

## III. NON-PERSONNEL

Head	Bonuses Total	Bookkeeping Services @ \$200/mo.	x 12 mos.	Contingent Fundraising Svcs.	@ \$400/day x 10 days	Trainer @ \$250/day x 8 days
-0-	\$2,400	\$2,400	-0-	\$4,000	-0-	\$2,000

This is the third and final part of the Personalized section of your Budget. In this section you include paid and unpaid consultations (i.e. volunteers). You can differentiate between which items go here and which go in Salaries and Wages as the basis of the manner in which the individual or business normally operates. If a bookkeeping firm generally operates on a fee-for-service basis and is volunteering their services to your organization, that would fit best under Consulting Services on a fee-for-service basis and is volunteering their services to you, change it. (Foundation persons never yell.) Entries might look like these:

#### C. Consultant and Contract Services

## **• *Planning & Proprietary Writing—Introduction***

As with your salary schedule, your fringe benefits should be comparable to the benefits offered in similar agencies in your community. While you will need to calculate fringe benefits for your information, in some cases you simply indicate the fringe benefit total as a percentage of salary.

staff member x 4 staff @12 mos.

Req - Donated Trial

Reg. - Donated Total

Some fitting benefits are calculated on a flat amount per month per staff member, and not on a percentage, e.g., health insurance. For example:

\$45,000 for any one person.

\$90,000 would be the total of all your salaries, up to

56.759 -0- 56.759

**Role Donated Total**

In this section you list the range benefits your employees will receive, and the dollar cost of these benefits. Some firms benefit greatly from employee benefits, while others do not. It is important to understand what you can afford to offer. This section also includes a budget for FICA and other taxes.

#### B. Fringe Benefits

Why is it important to develop a match (applicant share) and show the total costs of a project when some of the money or services are not being provided by the funding source? There are several reasons. First, the government funding source wants to know that there is a commitment on the part of your agency—a commitment beyond just conducting a program. It helps them to know where is some likelihood that you have resources with which to continue the program after funding has ceased. It also provides some clarity as to the “exact” cost in developing a service. If the program were not to be replicated elsewhere, and donated services were not available, finally, when you have local resources (volunteers, cash, staff, equipment, etc.), it reduces the amount of money needed out of the grantor, thereby allowing additional projects to be funded in other locations.

If you promise volunteers in your program, you are required to deliver the promised volunteer services. Just as if the funding source was actually paying their salary, you will be asked to document the work they perform and to keep records of their time. Records may be audited in the case of a government grant. Always be able to document 5-10% more than the required percentage which justifies the event that you are auditing and some of your volunteer time is.

### III. INDIRECT COSTS

- |    |  |
|----|--|
| 1. | Bonding of employees   |
| 2. | Tuition for classes  |
| 3. | Professional Association dues  |
| 4. | Printing (unless you placed this under Consultant and Contractor Services) |

saiddns .cn

This generally means "desk top" supplies such as paper clips, pens, paper, stationery, etc. A reasonable figure to use is \$125 per year for each of your staff. If you have any unusual needs for supplies—perhaps you are running an art education program, a sheltered workshop, or some classroom activity requiring a good deal of educational materials—then have a separate line for such supplies. This component can also include publications, subscriptions, and postage.

D. Travel

cost of operating and maintaining buildings and equipment. The budget also includes salaries, depreciation, administration, telephone expenses, general

nevertheless are necessary to the general operation of the

those costs of an insubordination which are readily identifiable with a particular project or activity, but

Costs. The federal government defines indirect costs as

The third component of your Budget is called Indirect.

III. INDIRECT COSTS

10. The following table shows the number of hours worked by 1000 workers in a certain industry.

4. Placing (unless you placed this under Consultant and Consultant Services)

3. Professional Association dues

## **1. Bonding of employees**

This is generally a catch

E. Other Costs  
Be sure that you use per diem (hotel and meals) rates which are consistent for the location. Attending a workshop in Weed, California will be considerably less expensive than New York City.

Req.	Donated	Total	Four roundtrip air fares LA-NY for workshop on Creative Accounting @ \$550/each
\$2,000	-0-	\$2,000	
Reimbursament for staff travel @ .20/mile x average of 400 miles/mo. x 12 mos.	\$960	-0-	
Per Diem (NY) @ \$150/day x 8 days for 4 staff at Creative Accounting Workshop	\$1,200	-0-	\$1,200

## SAMPLE BUDGET

**Req. Donated Total**

Word Processor/Printer	12-passenger van (\$400/month x 10 months)	3 desk-chair sets (\$250/each)	C. Supplies
4,000	0-	4,000	
750	0-	750	
4,000	0-	4,000	
375	0-	375	
600	0-	600	
600	0-	600	

III. INDIRECT COSTS	
Board Liability Insurance	\$0.00
Contingence Travel (Creative Accounting) (\$200/each x 4 staff)	\$0.00
E. Other Costs	\$0.00
4 roundtrip airfares LA-NY (\$500/each)	\$2,000
Reimbursment for staff auto travel (\$20/mile x average of 400 miles/month x 12 months)	\$960
8 days per diem (NY) (\$150/day)	\$1,200
D. Travel	\$0.00
A. Roundtrip airfares LA-NY (\$500/each)	\$2,000
960	\$0.00
960	\$0.00
800	\$0.00
800	\$0.00
600	\$0.00
600	\$0.00
10,860	10,860
15.3% of TADC (Total Allowable Direct Costs) as per all negot. rates with Dept. of Labor, 1988	10,860

101AFL PROJECT 1031

Other documents are often needed for inclusion as an attachment to a proposal. Most public grants applications will require that you submit some form of mileage for major milestones or activities. This can be done in a variety of formats—Grant charts, PERT charts, flow charts, etc., and can be done by month, quarterly, semi-annually, or by time elapsed from the initiation of the project. Whatever format you use, it should be clear and easily understood by the funding source.

## 7. Summary Chart of Key Activities

Some funding sources will require submission of an organizational budget for the current—or forthcoming program year. This organization budget differs from the budget for the project itself, previously discussed. This allows the reviewer to put the grant request in a larger context.

## 6. Organizational Budget

Another item which may be useful is a table of organizations where organizations have board members who are welfare recipients, housewives, unemployed persons, students, etc., select an area of interest or specialty for such individuals, and indicate that after their name. Don't just list a name without any affiliation.

## 5. Table of Organization

In situations where organizations have board members who are welfare recipients, housewives, unemployed persons, students, etc., select an area of interest or specialty for such individuals, and indicate that after their name. Don't just list a name without any affiliation.

A document more and more requested by funding sources is a roster of board members by affiliation. Of course it is a roster of board members by affiliation. Of course it is more than simply the names of your board members, but who they represent. This is meant that job of run-down—minister, doctor, banker, social worker, building contractor, etc., in the case of retired individuals, indicate their former job or profession.

## 4. Roster of Board of Directors

The state in which your organization was incorporated may be determined by funding sources. In most instances, the favorable environment of tax exemption (above) will be sufficient in that it lists the name of the incorporated nonprofit organization.

A copy of the receipt of nonprofit corporation status by

## Status

### 3. Indication of Nonprofit Corporation

This letter from the I.R.S. indicates that your organization is exempt from federal corporate income taxes. It contains important information regarding the basis for your deduction of contributions associated with such exemptions, and copies of both letters may be submitted along with the required forms.

### 2. I.R.S. Determination Letter

Funding sources generally require an "audited" financial statement. Many smaller organizations do not routinely have an audit conducted, or cannot afford an audit, and an "unaudited" financial statement is often developed by the agency's accountant or bookkeeper. It is important that applicants know whether the funding source will accept an "unaudited" financial statement. A telephone call to the program officer, foundation staff member, or related contact person at the offices of the funding source will provide you with the answer.

### 1. An Audited Financial Statement

Items which are routinely requested by many funding sources include the following: Items which ought to be accessible to you at all times. Such items can be included in a proposal package. Materials which can be involved in a file of grantswriters, or related personnel to maintain a file of grants writers, or development officers. Program Planmers, idea for Development Officers, Program Planmers, required routinely by other funding sources, many of which will be involved a variety of grants applications. This they want you to include with your grant application. This funding sources will usually stipulate the attachments they item in the Appendix and refer the reader to it.

The item at the juncture of the answer is "No," then include "Do I really want the funding source to read/scan the census runs, flow chart, or job descriptions while reading the proposal?" If the answer is "Yes," then definitely include the proposal by being included in the narrative. The rationale proposal not detailed from the community and flow of the material which needs to be submitted to the funding source, may be longer than the body of the proposal. In Appendix the case of a government grant however, the Appendix were important enough to include with your proposal. In addition, it is an imposition to suggest that a reviewer spend hours through many pages of additional material that you decided to addenda to a foundation or corporate proposal should be limited. It is an imposition to suggest that a reviewer should be limited to an addendum or addendum of additional material that you decide to addenda to a foundation or corporate proposal should be limited.

the description of positions ought to be an Appendix item.  
While in some instances it is important to create a capsule resume for inclusion in the body of the proposal, in most cases

## II. Job Descriptions

no longer than 2-3 pages.  
exclusion of academic and medical personnel, they need be  
mighth consider developing a similar form for each. Which you  
written in the same format so when updating resumes you  
Also, it helps in the case of reading if different resumes are  
years ago when the person was hired.  
the exact resume which was placed in the agency's file in  
should be updated periodically so that you are not submitting  
Whenever possible, resumes/cv vitae of key staff

## 10. Resumes

per proposal!  
endorsements to a minimum—no more than two such letters  
and urge you to continue funding it," try to keep such  
children, I have nothing but praise for the Headstart program  
your proposal, i.e., "As a mother in Centerville with six  
If you plan to include "motherhood letters" along with  
as you think you've transcribed them.

actually seeking support for "establishing a source of food  
a shelter for homeless immigrants" when you are  
recive a following endorsement for your program, "to provide  
with potential signees. This will ensure that you do not  
should be included in the Appendix when you are citing a  
A copy of your agency's negotiated indirect cost rate  
it specifies up the process if they can see an example of the type  
of letter desired.

for such letters of support, and will gladly provide them, but  
collected officials and agency executives are continually asked  
organizations from whom you want such letters. Many  
procedure designed to aid individuals and organizations  
grantswriters and development officials have developed a  
To aid in the process of securing letters of support, many  
separately.

funding sources simply will not accept documents submitted  
appropriately with your proposal. More significantly, many  
because they may not get there in time or may not be filed  
should not be sent under separate cover to the proposal. Letters  
sent to you for submission along with the proposal. Letters  
of organization (Executive Director, Board Chairman, etc.) and  
in general, such letters should be addressed to your  
such individuals of support would be a good idea.

source or on the basis of your organization's decision that  
individuals will need to be submitted as required by a funding  
Letters from elected officials, other organizations and

## 9. Letters of Support or Endorsement

the federal agency.  
costs—considerably less than the negotiated percentage with  
this percentage is only ten percent (10%) of total direct  
place a limit on the percentage they will pay. In some cases  
sure to review foundation guidelines closely in that some  
private foundations may also pay indirect costs rates, but be  
being charged.  
submitting public agency applications where such costs are  
"percentage" amount for indirect costs. This is required when  
A copy of your agency's negotiated indirect cost rate  
should be included in the Appendix when you are citing a  
A copy of your agency's negotiated indirect cost rate  
it specifies up the process if they can see an example of the type  
of letter desired.

## 8. Negotiated Indirect Cost Rate